Abstract

This study aimed to identify the leadership styles prevalent among heads of academic departments at Al-Aqsa University and their impact on the level of organizational citizenship of faculty members, and these styles include **(democratic style, dictatorial and style mode of transmission**).

The researcher used the descriptive analytical approach, and used the questionnaire as a main tool for data collection, and the study population was (370) of the faculty members at Al-Aqsa University, and the sample was stratified random, where (310) questionnaires were distributed, and (263) questionnaires were recovered at a rate of (84.8%).

The most important results of the study were as follows:

1. The results of the study showed that there is great agreement from the respondents about the leadership styles prevalent in Palestinian universities (71.4%), especially in light of the democratic style obtaining the highest percentage (80.4%), and the percentage of the transmission style (70.80%), in Haban it reached The proportion of the dictatorial style (60.6%).
2. The results of the study showed great agreement among the sample members of the academic departments at Al-Aqsa University, and that the dependent variable represented in the level of organizational citizenship had a high relative weight, which amounted to (88.4%).
3. There is a positive, statistically significant relationship between the dimensions of leadership styles and the level of organizational citizenship at Al-Aqsa University.
4. There is a positive and statistically significant effect of the transmission pattern, and there is no statistically significant effect of the democratic and dictatorial pattern on the level of organizational citizenship at Al-Aqsa University.
5. There are no statistically significant differences between the averages of the respondents' estimates about leadership styles and the level of organizational citizenship as a whole due to the variables (gender, specialization, academic degree, years of service, college).

The study concluded a number of recommendations, the most important of which were:

1. Urging the department head to discuss with the faculty members the proposals to solve the problems presented.
2. The necessity of commending the employees and workers with less academic and professional degrees in order to let them know that they are part of them and there is no discrimination between them.
3. Department heads delegate some of their administrative powers to faculty members and those working with them.
4. Show respect for colleagues at the university even in times of personal or professional tension.